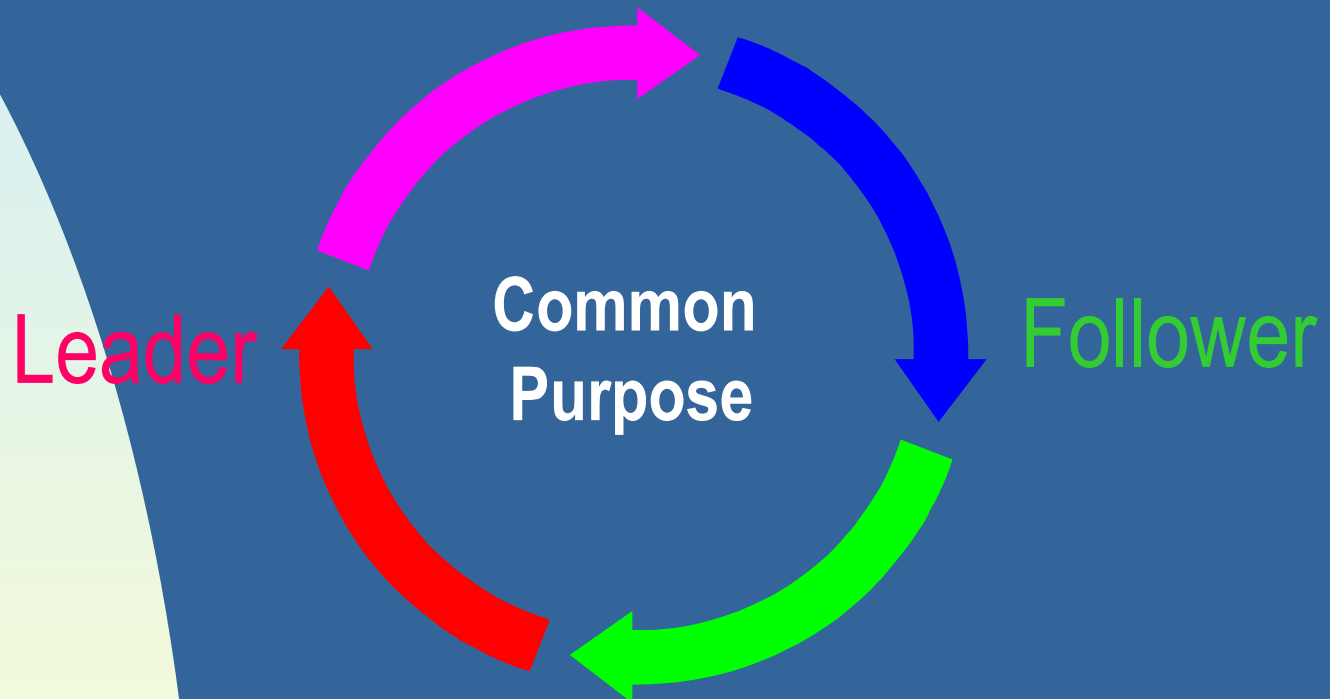
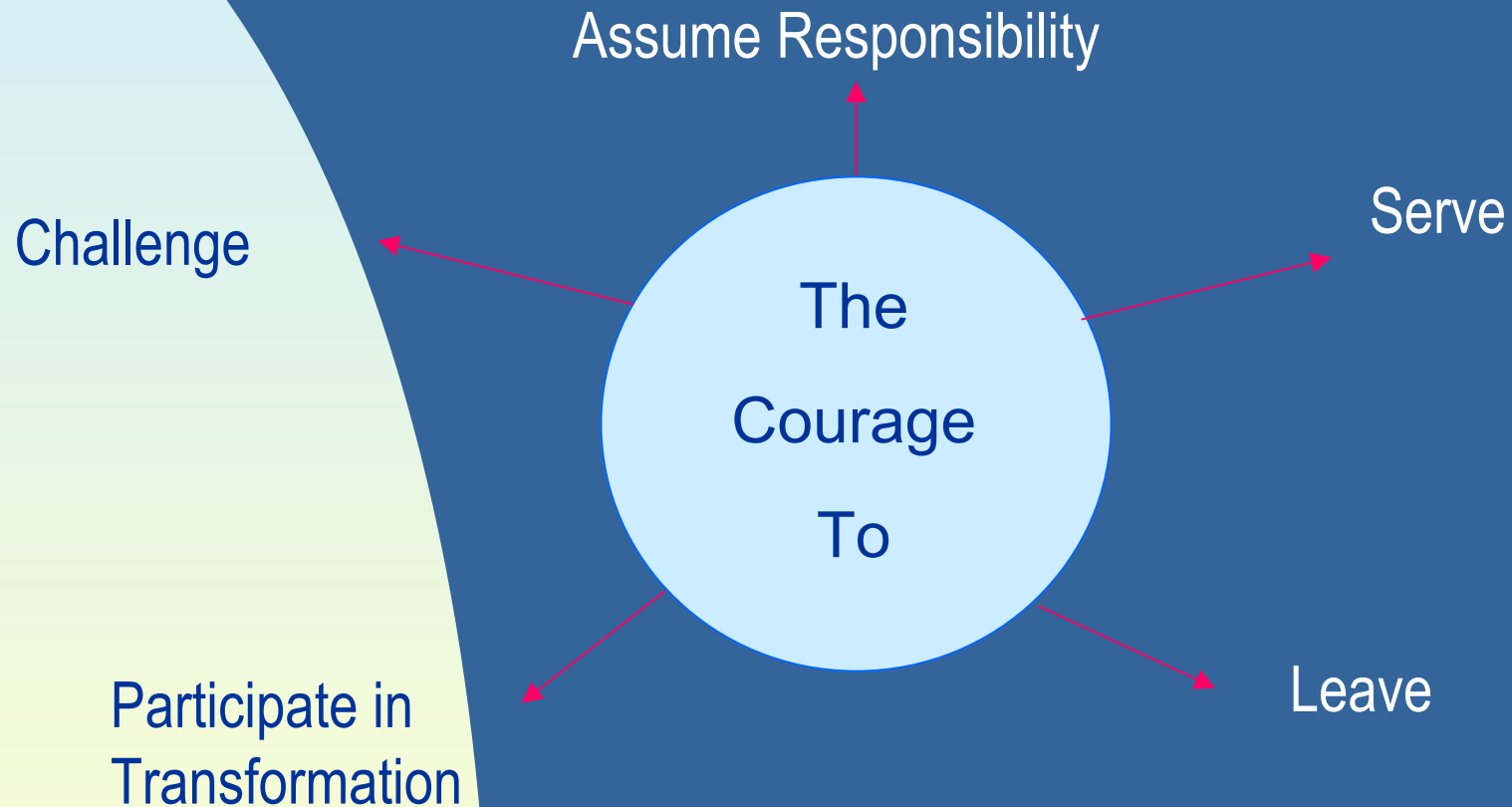


Courageous Followers



Standing Up To and For Our Leaders

Five Dimensions of Courageous Followership



Quality of Followership

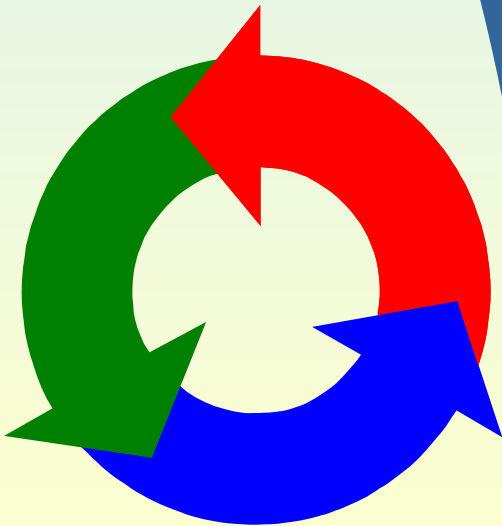
High Support

Implementer	Partner
Resource	Individualist

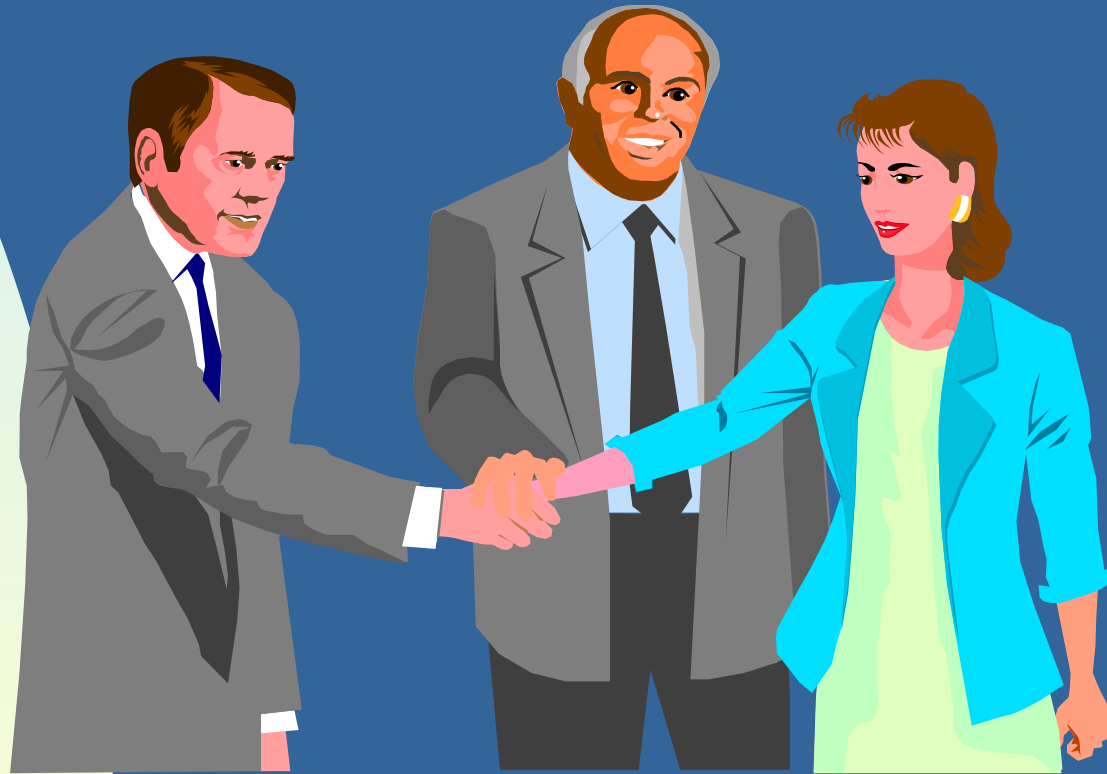
**Low
Challenge**

**High
Challenge**

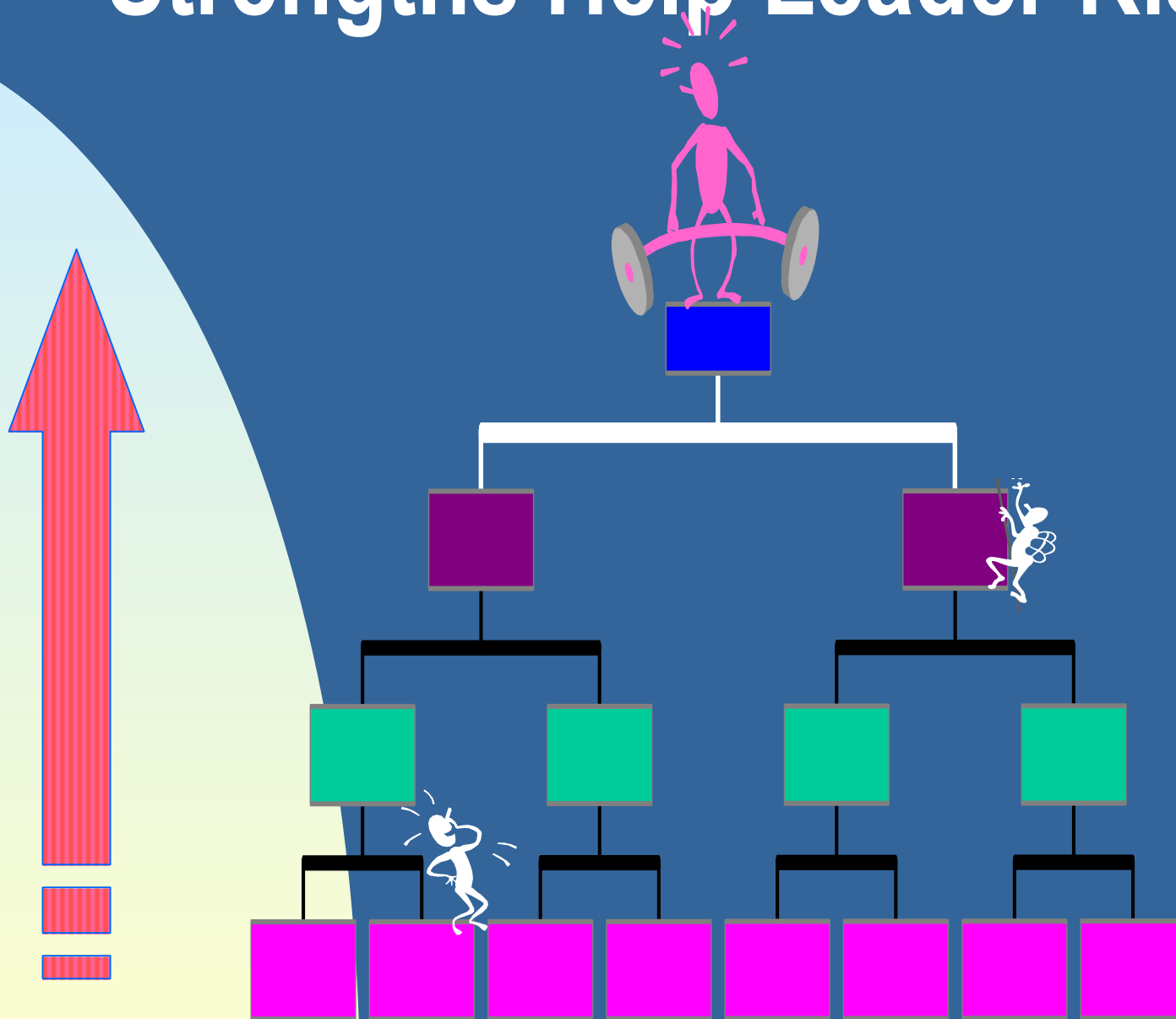
Low Support



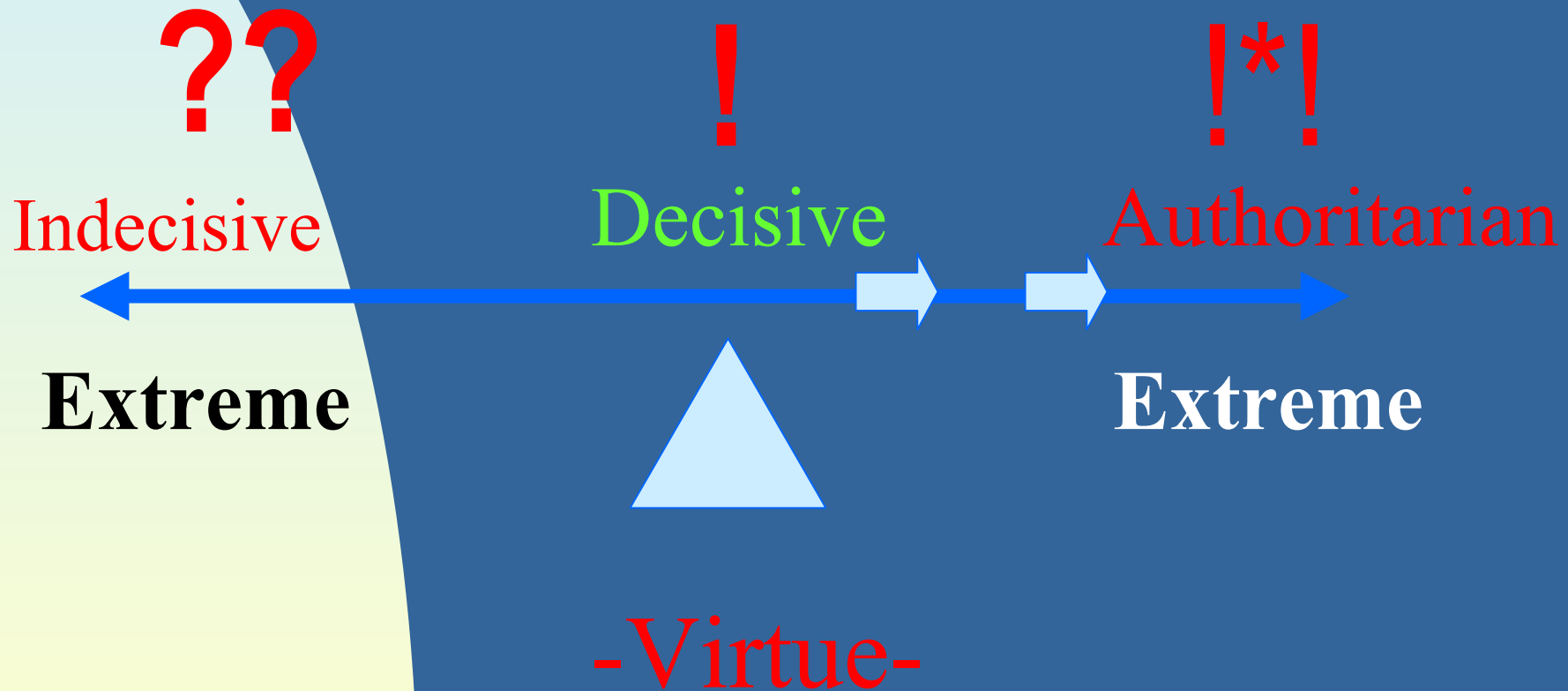
The Dynamics of Leadership Behavior



Strengths Help Leader Rise

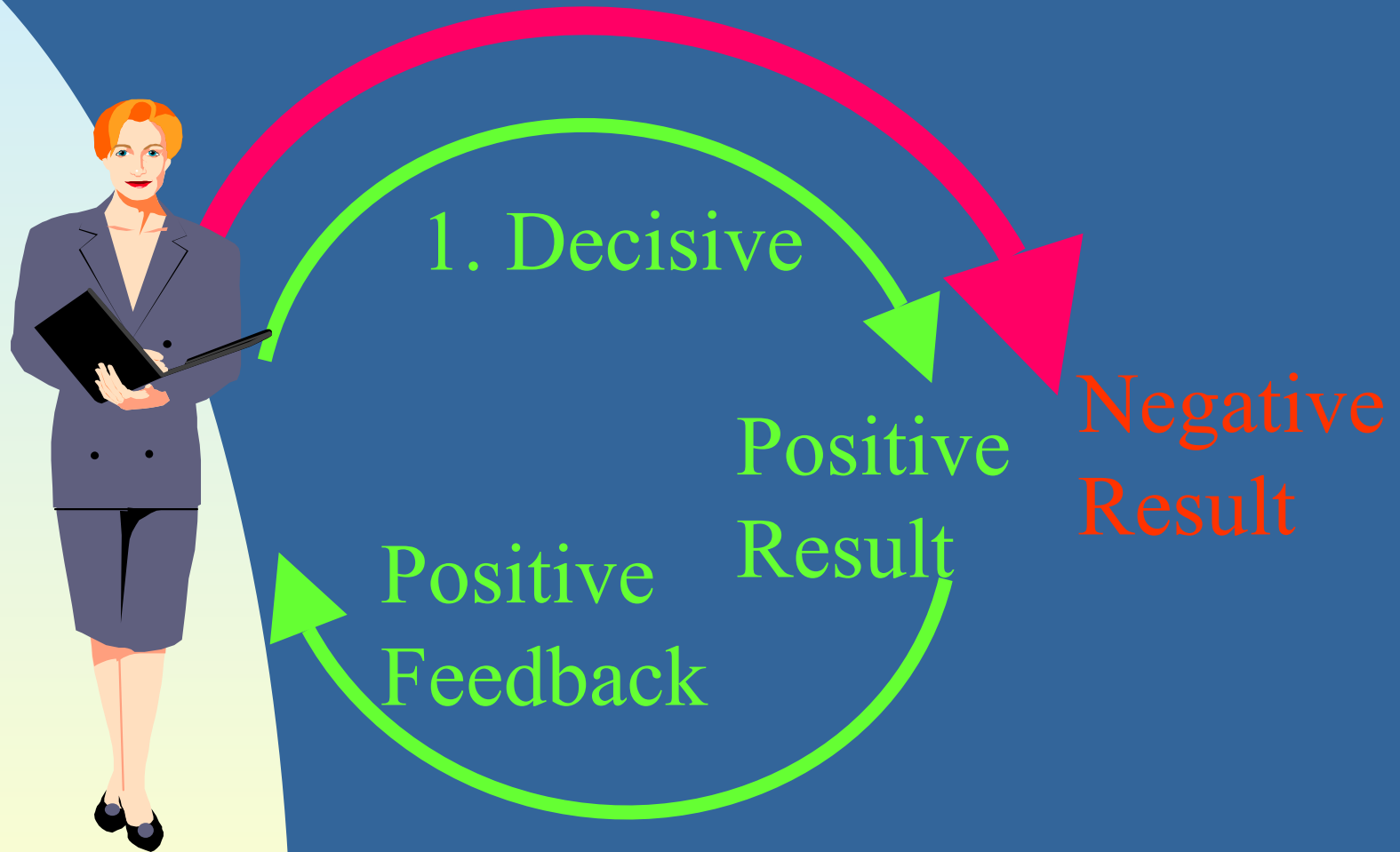


Strengths Can Become Weaknesses



Reinforcing Feedback

2. Authoritarian



= Pitfall of Success

Disconfirming Feedback

2. Decisive

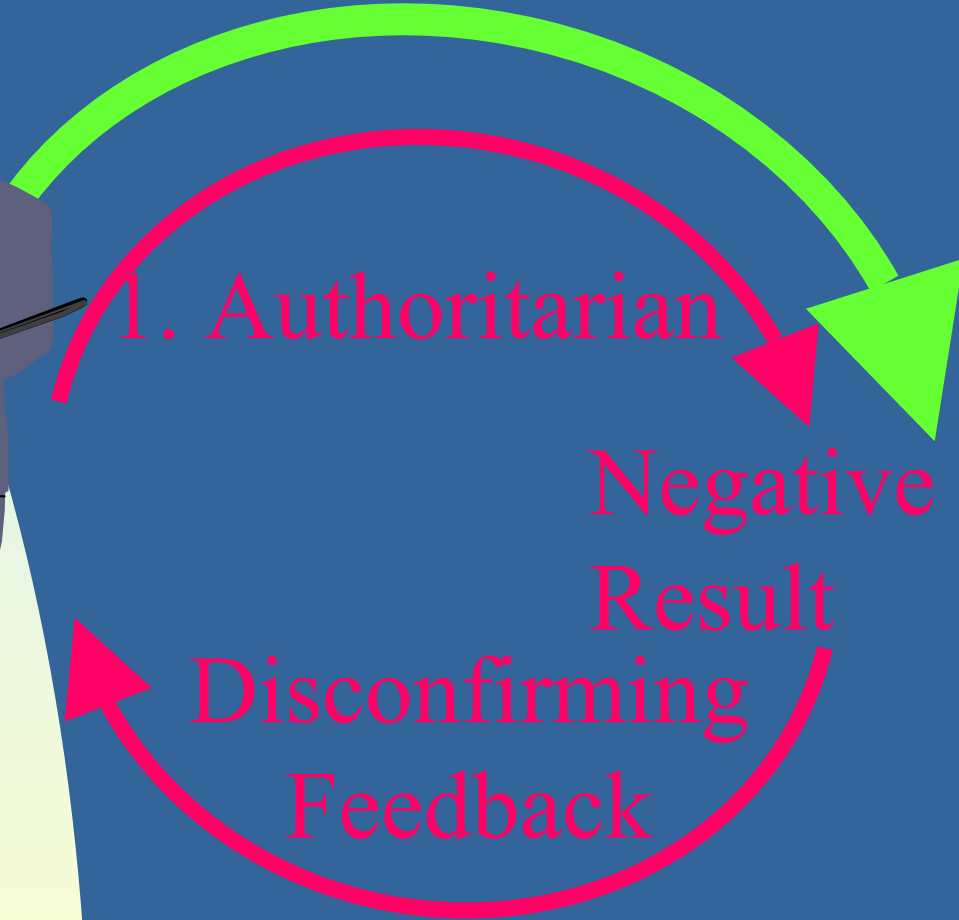


1. Authoritarian

Negative
Result

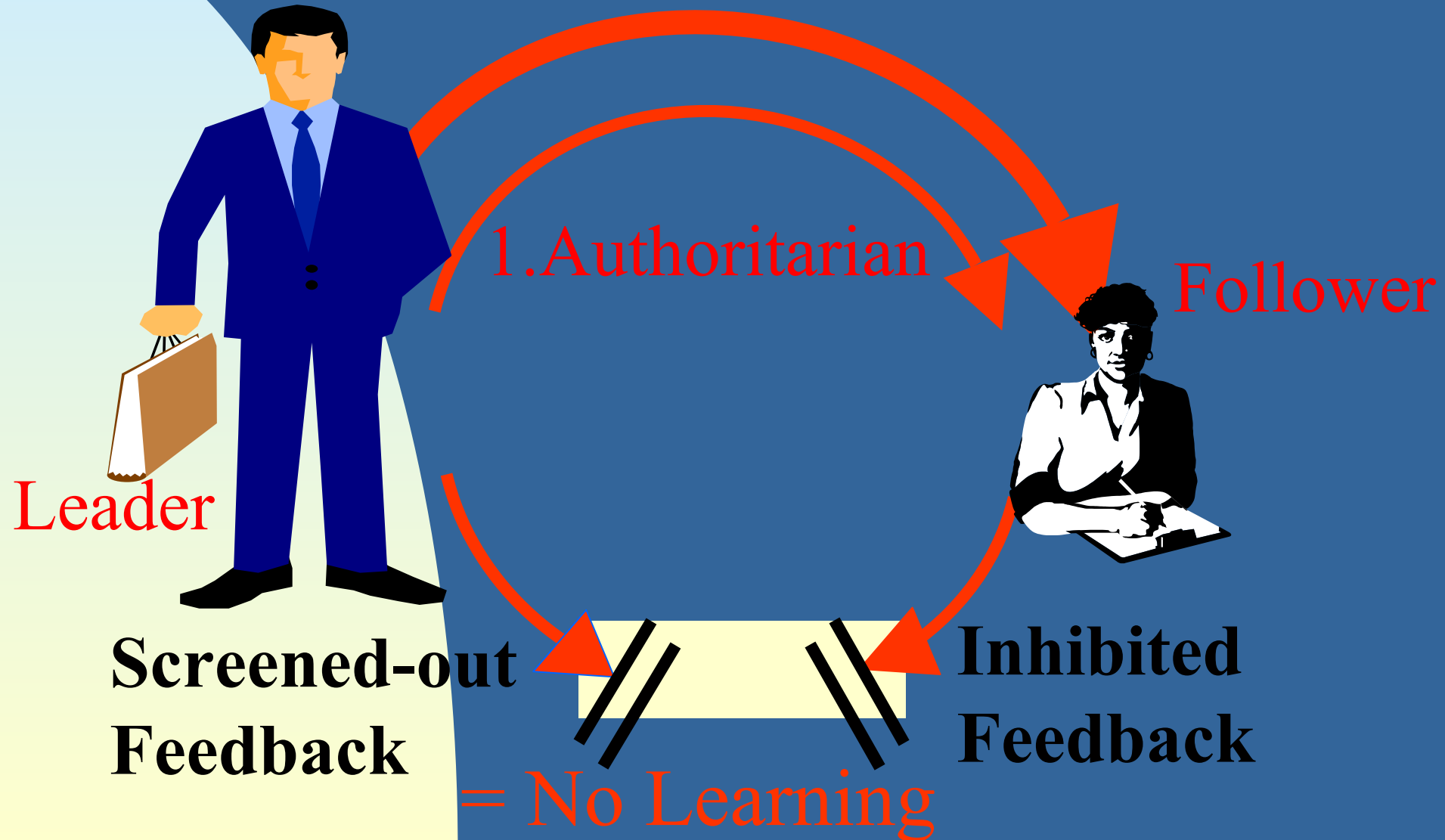
Disconfirming
Feedback

= Learning

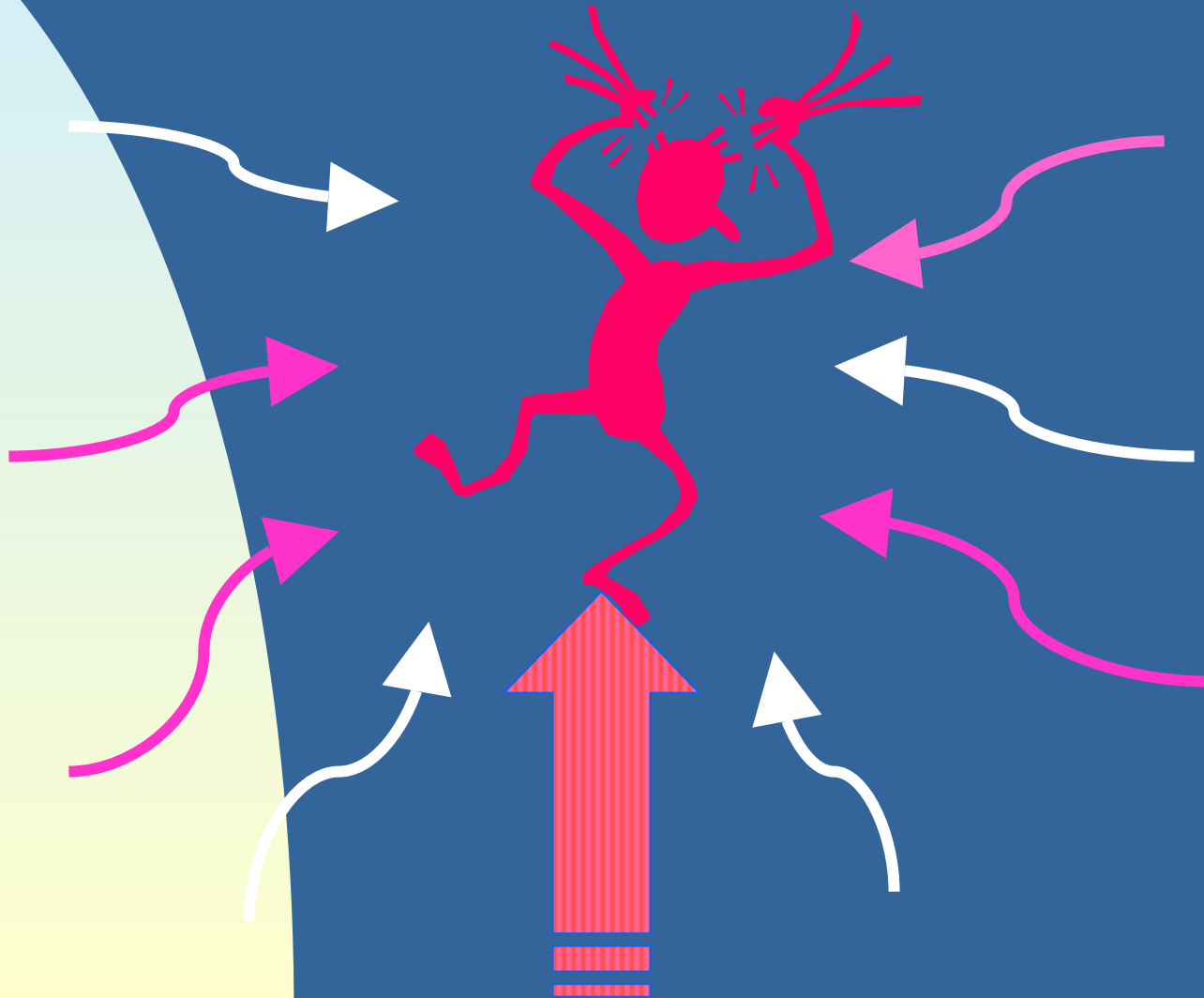


Interrupted Feedback

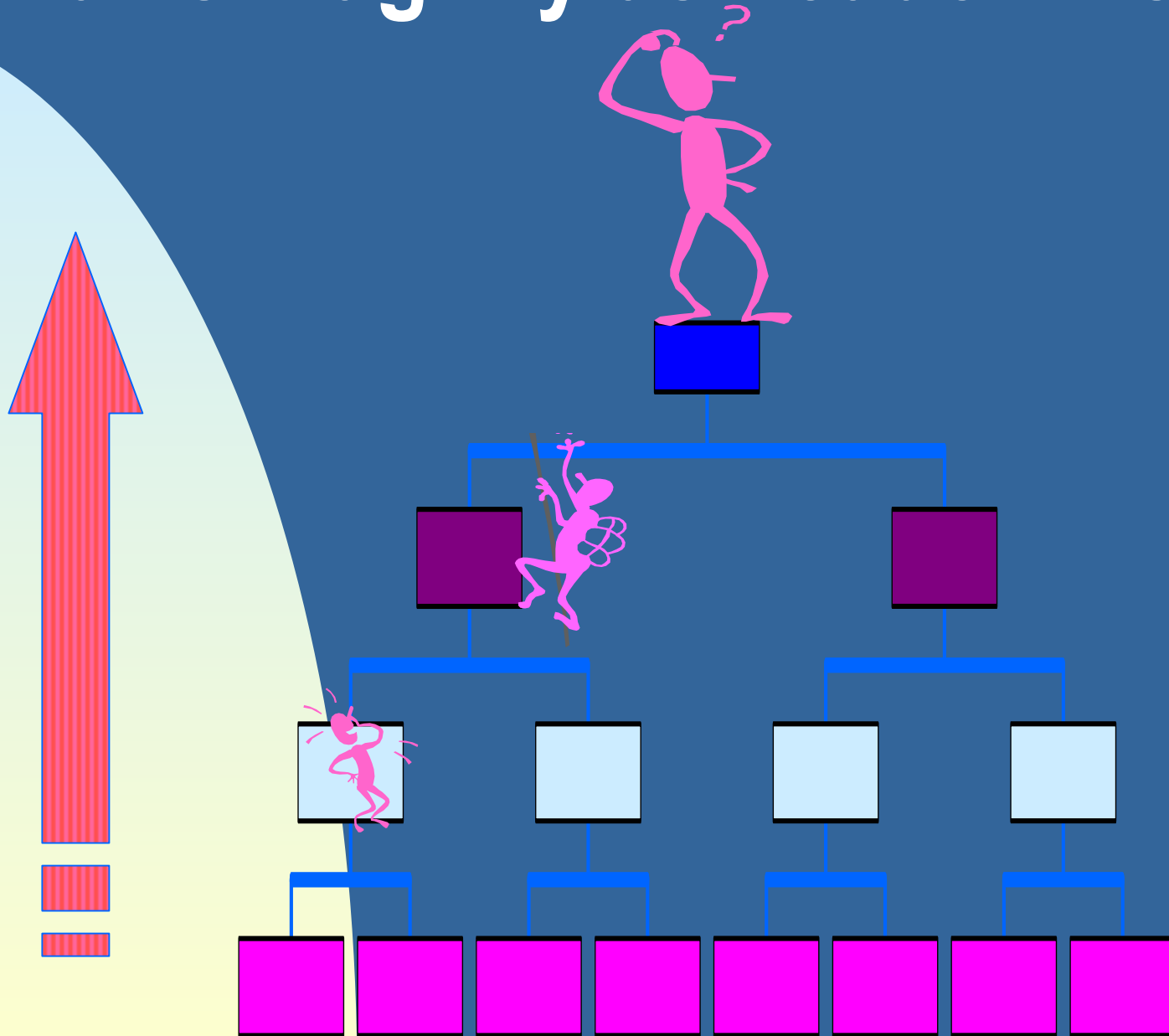
2. Continued Authoritarianism



Visibility & Pressures Intensify as Leader Rises



Flaws Magnify as Leader Rises



The Quality of Followership Helps Leaders be Successful



- Reduces Pressures on Leader
- Leverages Leader's Strengths
- Compensates for Leader's Weaknesses



**Good
Followership**

**Continuously
Improving
Teamwork**

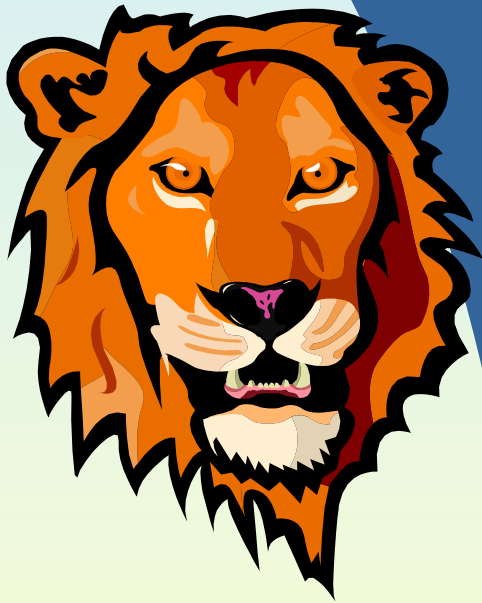
**Minimizes
Leadership
Weaknesses**

**Good
Leadership**

**Maximizes
Follower
Strengths**

- You as the Leader -

How do you build a culture of courageous followership?

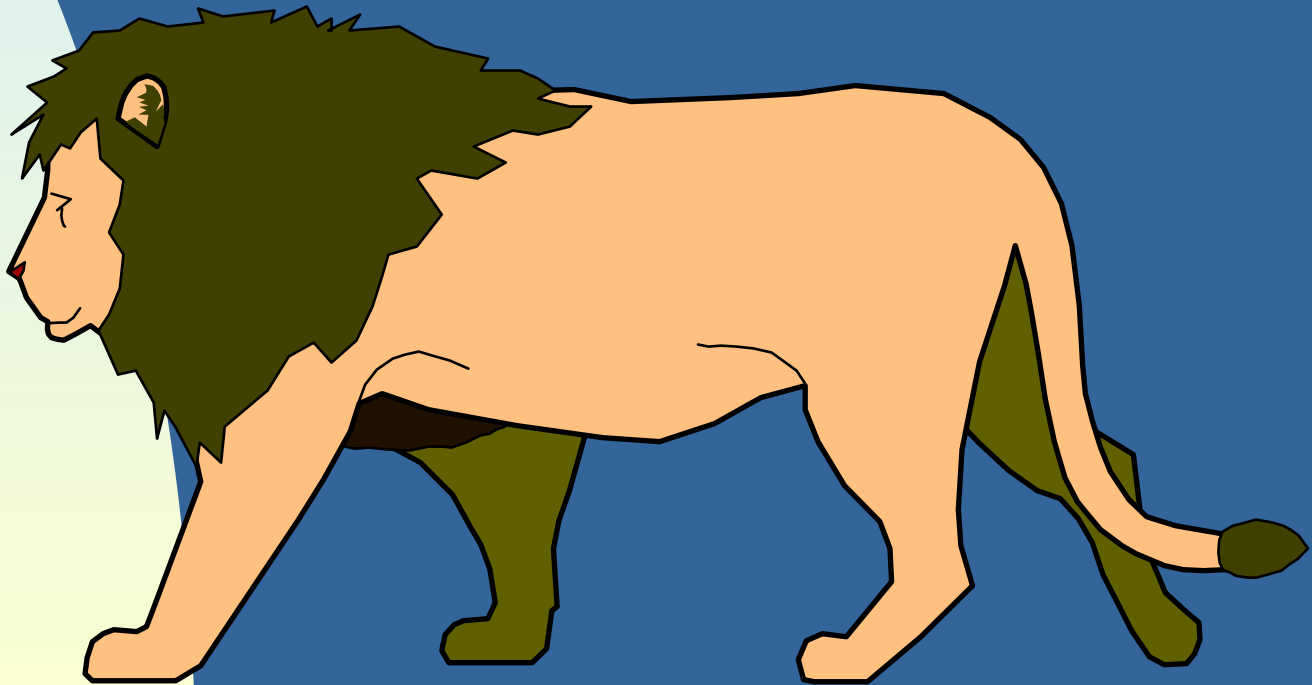


- Encourage direct communication in all directions
- Model eagerly soliciting feedback
- Model gratefully accepting feedback
- Follow up on feedback received
- Give feedback often and respectfully

You as the Follower

How do you act as a courageous follower regardless of whether leader encourages this?

Trust + Courage + Skill



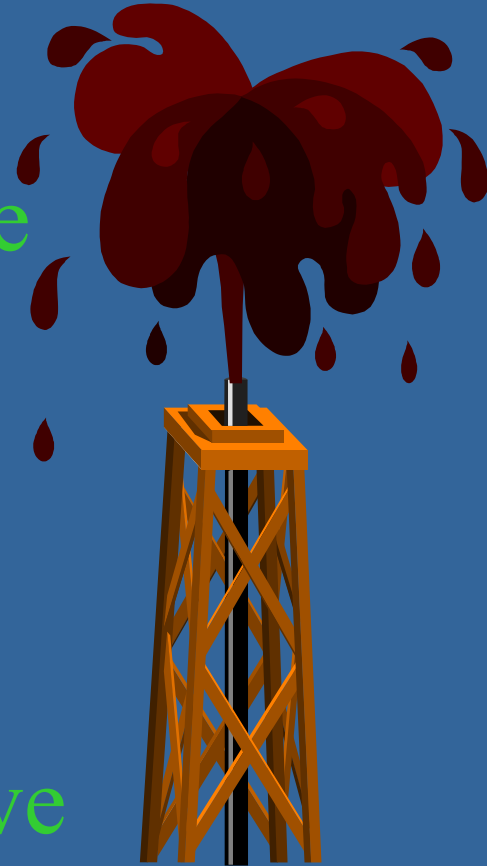
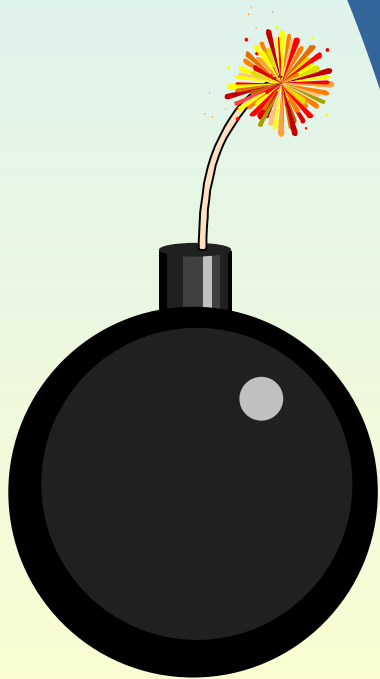
Build Trust on Multi-Levels



- Competence Trust
- Character Trust
- Communication Trust
- Relationship Trust
- Trust in Judgment

Use the Trust You've Developed to Give Feedback When Needed

- To reinforce productive policies and behaviors
- To disconfirm counterproductive policies and disruptive behaviors



Elements of Successful Upwards Feedback

Preparing Leader for feedback:

- Choose time and place well
- Link to what leader values
- Convey the importance

Giving feedback:

- Identify *specific* behavior/policy
- Report its impact/consequences
- Convey the depth of feelings



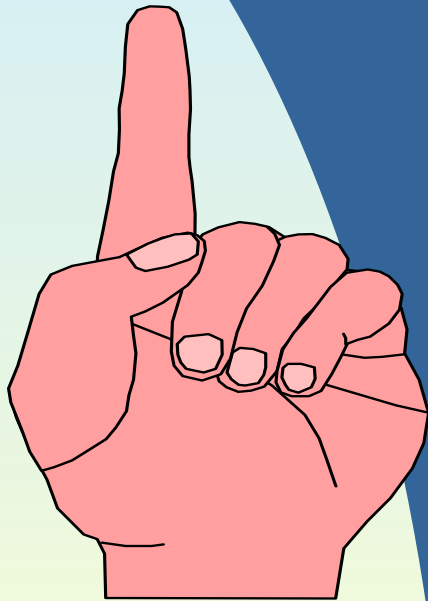
Questioning Indirectly

Ask about:

- Different perspectives
- Alternative interpretations
- Questions others may ask
- Others who should be consulted
- Risk reduction strategies



Leader & Follower Obligations



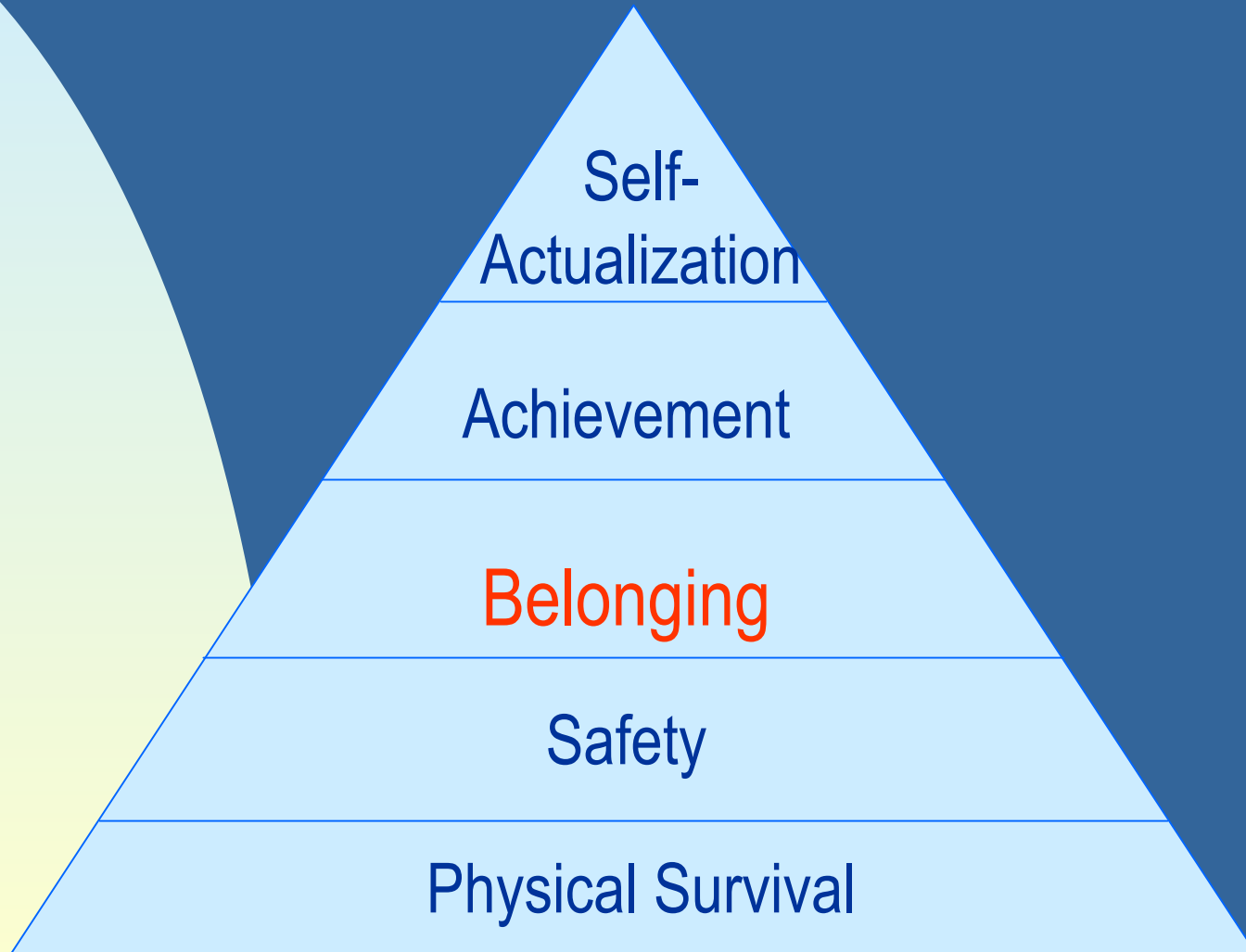
- A good leader listens
- Leader is under no obligation to accept feedback
- Follower has obligation to repeat feedback if warranted
- A good follower finds effective ways to communicate

Fears of Employees Who Don't Speak Up



- Loss of credibility or reputation 27%
- Damage to relationship/rejection 22%
- Lack of career advancement 13%
- Loss of employment 11%

Maslow's Hierarchy of Motivation



COURAGE

·The attitude of facing and dealing with anything recognized as dangerous, difficult or painful, instead of withdrawing from it

·The willingness to continue to speak up or act in the face of disapproval or opposition



FEAR

**Fear is not the opposite of
courage.**

**It is the necessary
condition for displaying courage.**

Courage is a Muscle



When exercised, it GROWS

The High Performance Organization

As leader or follower, you create a high performance culture by:

- Clarifying the common purpose
- Energetically supporting the efforts of leaders
- Courageously challenging unproductive practices
- Modeling continuous feedback-rich learning
- Resisting pulls towards cynicism
- Persisting creatively and resiliently to improve performance





End of Seminar

**Thank you for
your participation**